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MEMORANDUM FOR:

FROM:

Executive Director

SUBJECT:

Appreciation

EJ-

- 1. In October of 1986, I requested that you chair a task force to review the Agency's personnel management system and develop a comprehensive plan to implement a new and improved one. Your objective was to lead the effort to design a system that would be more responsive to our needs and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected—our employees. You were asked to accomplish all of this without any corresponding relief from the already demanding duties of your existing assignments.
- 2. Your efforts over the last 18 months resulted in a clear vision of what we needed to do and, more importantly, how to do it. You set the wheels in motion for significant and beneficial change which will affect the Agency's personnel system for many years to come. In so doing, you softened the normal resistance to major change in any organization by taking account of the thoughts, concerns, and reactions of most of our employees.
- 3. The fact that I fully expected you to succeed in spite of the enormity of the task and the barriers facing you would surprise any officer unaware of your competence and dedication. That you did, in fact, succeed justifies my confidence in you and represents the finest "can-do" traditions of the Agency. Please accept my thanks, both personally and on behalf of the Agency, for your efforts.

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MEMORANDUM FOR:

FROM:

Executive Director

SUBJECT:

Appreciation

Pat-

- 1. In October of 1986, I asked you and several of your colleagues to join a task force which would review the Agency's personnel management system and develop a comprehensive plan to implement a new and improved one. As your directorate's representative on the task force, your objective was to design a system that would be more responsive to the Agency's needs, and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected—our employees. You were asked to participate in this effort without any corresponding relief from the already demanding duties of your existing assignments.
- 2. Your efforts over the ensuing months resulted in the development of a clear vision of what we needed to do and, more importantly, how to do it. You and your colleagues on the task force set the wheels in motion for significant and beneficial change which will affect the Agency's personnel system for many years to come. In so doing, you softened the normal resistance to major change in any organization by taking account of the thoughts, concerns, and reactions of most of our employees.
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MEMORANDUM FOR:

FROM:

Executive Director

SUBJECT:

Appreciation

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- 1. This is to express my personal appreciation for the assistance which you provided to your principal on the Human Resources Modernization and Compensation Task Force in its effort to develop a comprehensive plan to implement a new and improved personnel management system for the Agency. Your objective on the Task Force was to design a system that would be more responsive to the Agency's needs, and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected—our employees. You were asked to participate in this effort without any corresponding relief from the already demanding duties of your existing assignments.
- 2. Your many months of work resulted in the development of a clear vision of what we needed to do and, more importantly, how to do it. You and your colleagues on the Task Force set the wheels in motion for significant and beneficial change which will affect the Agency's personnel system for many years to come. In so doing, you softened the normal resistance to major change in any organization by taking account of the thoughts, concerns, and reactions of most of our employees.
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MEMORANDUM FOR:

FROM:

Executive Director

SUBJECT:

Appreciation

This is to express my personal appreciation for the effort which you put into the work of the Human Resources Modernization and Compensation Task Force as the DDS&T representative. Although you joined the effort late in the game (being the second such representative), your contribution was nonetheless important. Your objective on the Task Force was to design a personnel system that would be more responsive to the Agency's needs, and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected—our employees. You were asked to participate in this effort without any corresponding relief from the already demanding duties of your existing assignments.

- 2. Your efforts resulted in the development of a clear vision of what we needed to do and, more importantly, how to do it. You and your colleagues on the Task Force set the wheels in motion for significant and beneficial change which will affect the Agency's personnel system for many years to come. In so doing, you softened the normal resistance to major change in any organization by taking account of the thoughts, concerns, and reactions of most of our employees.
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	FROM:	Executive Director
	SUBJECT:	Appreciation
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MEMORANDUM FOR:

FROM:

Executive Director

SUBJECT:

Appreciation

This is to express my personal appreciation for the effort which you put into the work of the Human Resources Modernization and Compensation Task Force, first as the alternate, then as the principal DA representative. Your objective on the Task Force was to design a personnel system that would be more responsive to the Agency's needs, and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected—our employees. You were asked to participate in this effort without any corresponding relief from the already demanding duties of your existing assignments.

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	FROM:	Executive Directo	or		
	SUBJECT:	Appreciation			•
	John				
	a task force we develop a compared or directorate's system that we addressing transpared against the imade even more change on the would be most	cober of 1986, I asked which would review the prehensive plan to in representative on the puld be more responsive to the puld be more responsive to the puld be more demands on the difficult by the factor of the present of the prese	ne Agency's person inplement a new and new task force, you live to the Agency ed a serious three our work force. act that we chose ithout general acyees. You were a	nnel management d improved one. ur objective wa 's needs, and b at to our abili This was a for to impose no o ceptance from t sked to partice	system and As your as to design a be capable of ty to staff midable task, dramatic chose who ipate in this
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